



Northern Sydney and Beaches Hockey Association

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Annual Report

November 2015

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1 President's Report

It has been a busy period leading into the establishment and through the first full year of operations for the Northern Sydney and Beaches Hockey Association (**NSBHA**, **NSB Hockey**, the **Association**).

The achievements have been considerable. I'd particular take the opportunity to commend the many contributors in recognizing the efforts to see to the:

- Establishment and incorporation of NSBHA;
- Inaugural constitution and by-laws developed and approved;
- NSBHA bank accounts established and controlled authorities set in place;
- Business plan (Nov 2014 – October 2017) developed and approved;
- NSBHockey website commissioned and maintained;
- Successful winter season representative program with representation in all female under-age, open and masters categories. This triggering successful new uniform design and procurement;



NSBHA's Alyssa Healy, Women's Opens 2015

- A comprehensive Development roll-out for a coordinated set of initiatives between HNSW and NSBHA member clubs including:

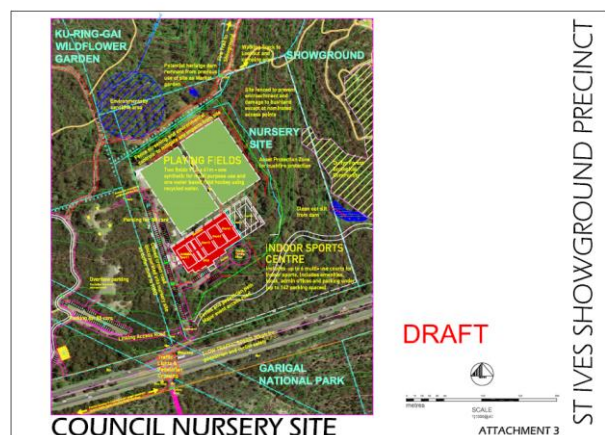
=> COD and Development Academies open to all NSBHA individual U18 members for over 300 participants through this calendar period;



=> Coaching development initiatives with successful Community, Level 1 and Level 2 coaching courses completed with 18 newly accredited coaches within NSBHA;
=> Umpiring development via club systems progressing well at the grass roots, but more work to do in building successful mentoring and accreditation pathways;
=> Some progress with entry initiatives in local primary schools flowing to new local small-sided competitions (at the Harbord RSL);

- A solid financial position resulting in delivery to plan for a surplus of \$25,000 placed aside to support future new hockey infrastructure projects in our area;
- Promising progress towards new hockey infrastructure within the NSBHA catchment including:
=> Multi-sport artificial surface (suitable for hockey) under Development Approval with the North Sydney Council for Anderson Park, Neutral Bay.

=> Multi-sport complex concept (featuring 1 x wet turf for hockey, 1 x multi-sport artificial surface and an indoor complex) approved by the Ku-ring-gai Municipal Council. Circa \$900,000 allocated by Council along with a site (Council Nursery, Mona Vale Road, St Ives). Updated designs and cost estimates envisage a \$15-20M complex for which peak sporting bodies are





now actively seeking funding;

=> Application for grant funding towards a \$750,000 upgrade of the Ku-ring-gai Hockey Centre awaiting consideration;

- Compliance with HNSW requirements as validated through periodic “health check” audits.

A fuller summary of progress on the Key Performance Areas identified in the NSBHA Business Plan (Nov 2014-Oct 2017) is shown in Appendix 2 of this Annual Report.

Nonetheless, challenges are ever present. Amongst those most pressing:

- NSB needs more volunteer help ... administrators, coaches, managers. For the moment, too much work rests with too few.
- Much follow through still needed before we might secure the right hockey infrastructure to best support hockey in our area;
- Sowing growth of hockey participation within NSBHA will be a task requiring persistence over the medium term. Specifically, we’d anticipate a 5-10 year journey towards a more balanced individual membership by gender and towards a broader participation of NSBHA male representative teams.

Notwithstanding the risks and challenges, NSBHA has made a great start and is well positioned to serve the interests of hockey into the medium term. There are many I’d like to take this opportunity to thank for their contribution to the successful start-up of NSBHA, including:

- The working group that saw to the establishment of NSBHA amongst which the key contributors included Paul Economides, Christine Cannon, Sue Pickering, Sharon & David Johnston, Rhonda Smythe-Oliver, Pauline Coates, Gretchen Gamble, Narelle Barden, Fiona Clarke and Ann Jenkins;
- The inaugural NSBHA Committee of Christine Cannon, Sue Pickering, Phil Taylor, Des Gathy, Sharon & David Johnston;
- The Representative Hockey sub-committee;
- The pool of coaches and managers of NSBHA representative teams;

Finally, I wish to thank the membership for this opportunity to serve and in expressing my appreciation of the generous support that has been shown to your NSBHA Committee. I look forward to further consolidations and progress for hockey in our area over 2016.

David Johnston

President, NSBHA



2 Treasurer's Report

By way of record, I can confirm that NSBHA has been incorporated according to the direction of membership at the inaugural Annual General Meeting of 14/11/14.

Membership to end September 2015 stands at 2190, comprising 385 Under 9s, 1009 Under 18s and 776 Over 18s. This is higher than the 1900 initially expected in budgets albeit subsequent review with HNSW resolved prior year equivalent numbers closer to 2265. The reduction in membership numbers are primarily attributable to reduced participation in the local schoolgirl and 6-a-side competitions over 2015.

NSBHA has ended its inaugural financial year in solid shape. From a start with no resources, the accounts to end-September show an accumulation of funds consistent with the stated objectives in the Association's first Business Plan. An operating profit of \$47,584 has been delivered to end September 2015, with the resultant net assets comprised predominantly of cash balances across the four NSBHA bank accounts.

Note that \$25,000 has been set aside into a high interest account for future hockey infrastructure investment, whilst remaining cash balances represent the float within three operating accounts spanning general administration, representative hockey and masters' hockey.

There were no members' funds spent on uniforms and only minor investments in equipment (thanks to our clubs who were able to lend equipment on most occasions). There was an interest accrued on bank balances \$ 272.00 whilst the accounts currently incur no fees.

Overall the net asset accumulation is significantly ahead of the budget forecast. This a function mainly of reduced expenses (the anticipated RCC allocation of \$10,000 has otherwise be covered by the HNSW affiliation levy, plus lower than anticipated administrative expenses). There is also an unplanned contribution to the surplus as a function of NSBHA assuming earlier responsibility (from North Shore WHA) for administering the 6-a-side summer competition in 2015. Revenues are in but expenses are ongoing through October and November 2015). We currently estimate the 6-a-side competition will deliver a modest surplus of around \$5,000. It is the intention of NSBHA to channel these competition profits towards subsidising the representative system in 2016.

As per the plan, I can confirm that the representative system is operating to its charter in respect of its financials. They aim to ensure cost recovery only, overall and on a per team basis, mindful of the growing costs of representative hockey and the limited capacity of the Association to offer subsidies to this system. So too with Masters. In practice, both Masters and the other Reps have delivered small operational surpluses to allow ongoing investments in equipment (borrowed from member clubs over the 2015 winter season) and sundry items.

The simplified Profit and Loss statement and Balance Sheet for NSBHA as at end-September 2015 is shown for reference in Appendix 1: NSBHA Financial Accounts.

Des Gathy

Treasurer, NSBHA



3 Representative Convenor's Report

The introduction of HNSW Association reform created a unique opportunity to review our representative program.

A representative committee was formed to review/create programs, policy, uniforms and strategies. The committee consists of myself (Manly), Andy Moore (GNS) Mandy Hewitt-Park (Mosman/Manly), Fiona Telfer (UTS), Sarah Miller (North Shore) & Rachel Miller (HNSW).

NSBHA fielded teams in all female age groups & in Opens for men.

Due to lack of numbers in U13 & U15 boys age groups players were given the opportunity to trial with NWSHA & U18 boys were cleared to play with various associations.

In 2016, once again, due to lack of numbers in all junior age groups NSBHA boys will trial with NWSHA via an agreement we will review annually.

Team Numbers		
	Field State Champs 2015	Indoor State Champs 2015
U13G	2	3
U13B	-	1
U15G	2	2
U15B	-	-
U18G	1	1
U18B	-	-
Open Women	1	1
Open Men	1	1

NSBHA also fielded two U11G teams & 1 U11B teams, which attended numerous carnivals and their season culminated with Kim Small Shield & Michael York Cup in Tamworth. Two U11G teams will also take part in a locally organized tournament in November, whilst one U11B team successfully reached the semi-finals in Division 3 at the recent U13 Indoor State Champs.

In reflecting, NSBHA has had a successful year affording all NSBHA members the opportunity to play representative hockey. An extensive administrative effort created a sound foundation, enabling us to provide players with an enjoyable & competitive environment.

In our efforts to review 2015 & develop 2016 representative programs, we requested constructive feedback at the completion of each championship. The main themes of the feedback suggested:

Hits... enjoyable, well run, excellent coaches, new uniform

Misses... cost (user pay), player eligibility



Thank you to everyone who have remained committed allowing our inaugural season run so smoothly. It has been an extremely rewarding experience and I look forward to the year ahead.

Sue Pickering
Representative Hockey Convenor

4 Development Convenor's Report

In this the opening stanza of Development focus across NSBHA, several key choices were confirmed for NSBHA in 2015.

NSBHA Development - Objective:

Sustainably grow hockey and foster personal development pathways through hockey involvements in the NSBHA catchment area.

NSBHA Development - Strategies:

- closely coordinated priorities with Hockey NSW
- primary focus: NSBHA at grass roots, Hockey NSW on higher end talent
- focusing professional expertise (RCC) to seeding grass-roots growth of hockey
- sharing resources across the Association membership
- NSBHA & HNSW combine to address umpiring development
- RCC continuing to work directly with WHA

NSBHA has been particularly fortunate for the professionalism of Hockey NSW Regional Coaching Coordinator (RCC) Rachel Miller. Rachel is partly funded in her role with Hockey NSW by the member affiliations contributions from NSBHA and across which NSBHA benefits from approximately 25% of Rachel's time and focus. Priorities outlined by NSBHA for Rachel were spread across the strategy areas highlighted above. In particular, Rachel has been directed towards using her skills and availability to stimulate grass-roots interest in hockey via introductory programs in schools and in establishing complementary new local competitions to capture early participation interest. More broadly, Rachel has had an outstanding contribution to Development across NSBHA has illustrated by the list of her key involvements within our catchment, including:

- Centre of Development programs
- Pittwater RSL small-sided hockey competition
- Coach education evening – Manly, Mosman, Monte, Terrey Hills
- Coach education and accreditations - practical evaluations
- Umpiring education – Terrey Hills/Warringah

- Umpire education and accreditations - practical evaluations
- Assisted with GNS/NSBHA Development Program
- Selector at Rep Trials (outdoor and indoor)
- School programs
 - North Sydney Boys High
 - Loquat Valley H2H
 - Monte
 - Queenwood
 - Narrabeen Lakes
 - St Joseph's
- Started PISA Hockey Competition w Oxford Falls, St Lukes, Northern Beaches Christian School, Pittwater House.
- U12s Development Clinic
- Rep program review



NSBHA RCC Rachel Miller in action at the GNS Pre-season Academy (February 2015)

I am also pleased to report that the new relationships across member clubs with NSBHA have facilitated breakthroughs in the leverage of our limited Development resources through stronger collaborations and shared initiatives. In particular, we are now seeing key Development initiatives from member Clubs in our area open to all NSBHA members. Cross-NSBHA participation in these club led programs has been tremendous in this first year of NSBHA and we dearly hope the spirit of these early successes will continue to grow in future years. Specifically, club hosted NSBHA-open Development initiatives in 2015 have included:

Feb	GNS	Pre-Season Academy	7-17 years	40 participants	Pennant Hills
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	GNS	Hook In2 Hockey	6-12 years	130 participants	Pennant Hills
	GNS	Community & L1 Coaching	NA	4 participants	Pennant Hills
 <p><i>Kiki Kwakernaak (Manly & NSBHA U13s) practicing her aerial skills at the GNS Pre-Season Academy</i></p>					
Mar	GNS	U9 and U11 Carnival	6-10 years	40 participants	KHC
	GNS	Coach the Coach Forum	N/A	15 participants	Turrumurra
	HNSW	U9 & U11 COD	6-10 years		Narrabeen & Pennant Hills
May	GNS	Mid-Season Academy	7-17 years	40 participants	Pennant Hills
	GNS	Level 2 Coaching Course	N/A	10 participants	Pennant Hills

I again take this opportunity to thank the NSBHA RCC Rachel Miller for her contribution to the portfolio of NSBHA's Development successes during 2015 and to her inputs in the completion of this report.

Sharon Johnston

Development Convenor, NSBHA

5 Facilities Convenor's Report

It is pleasing to report promising progress towards new hockey infrastructure within the NSBHA catchment including:



- a) A multi-sport artificial surface (suitable for hockey) is now under Development Approval with the North Sydney Council for Anderson Park, Neutral Bay.
- b) A multi-sport complex concept (featuring 1 x wet turf for hockey, 1 x multi-sport artificial surface and an indoor complex) approved by the Ku-ring-gai Municipal Council. Circa \$900,000 allocated by Council along with a site (Council Nursery, Mona Vale Road, St Ives). Updated designs and cost estimates envisage a \$15-20M complex for which peak sporting bodies are now actively seeking funding. With recent signals from the peak bodies suggesting the anticipated State Government allocations to sport have stalled, alternative funding options are now under consideration. To this end, GNS has recently submitted an Expression of Interest for a \$1M club grant via the Office of Liquor & Gaming in seeking the seed funds needed to make a start on the proposed hockey infrastructure in stage 1 of what is hoped to be a \$7M world class hockey facility.
- c) Application for grant funding towards a \$750,000 upgrade of the Ku-ring-gai Hockey Centre awaiting consideration. This application remains pending the stalled State Government sports funding allocations.

As highlighted in the Treasurer's Report, I am pleased to advise that NSBHA has been able to set aside as per plan \$25,000 from the operational revenues into a fund for the purposes of future infrastructure development. NSBHA certainly will continue to be working hard towards delivering future hockey projects in our area into which funds of this nature can be duly directed.

Christine Cannon

Facilities Convenor, NSBHA



6 APPENDIX 1: NSBHA Financial Accounts as at end-September 2015

NSBHA was incorporated, as per the direction of the Annual General Meeting in Business Plan spanning November 2014 – October 2017 was developed in February 2015 before approvals by the NSBHA Committee and from Hockey NSW. The full NSBHA Business Plan is available to the membership via the NSBHA website.



SIMPLIFIED PROFIT & LOSS STATEMENT 30 September 2015		
Income	BUDGET Annual Total	ACTUAL Annual Total
Membership Fee advance from WHA	\$5,000	\$5,000
Membership Fees (balance from WHA)	\$17,500	\$15,400
Membership Fees (excluding WHA)	\$31,300	\$33,533
Membership Fees	\$53,800	\$53,933
Masters Fees & Payments	\$0	\$31,701
Rep Fees & Payments	\$0	\$70,290
Competition Fees & Payments	\$0	\$11,203
Interest	\$0	\$272
TOTAL	\$53,800	\$167,399
Expenses	BUDGET Annual Total	ACTUAL Annual Total
ADMIN: Website, email and domain	\$1,200	\$100
ADMIN: Miscellaneous	\$500	\$166
ADMIN: Awards	\$500	\$0
HNSW Affiliation: Fees	\$16,150	\$18,686
Masters	\$0	\$29,375
Reps (excluding Masters)	\$0	\$68,620
Competition Expenses	\$0	\$2,868
Development (RCC contribution)	\$10,000	\$0
TOTAL	\$28,350	\$119,815
OPERATING PROFIT	\$25,450	\$47,584
SIMPLIFIED BALANCE SHEET 30 September 2015		
Open Balance	\$0	\$0
Assets	BUDGET	ACTUAL
Cash at Hand:		
NSBHA Account (Bendigo Bank, 153449574)	\$5,000	\$17,589
NSBHA Reps Account (Bendigo Bank, 153451620)	\$0	\$6,074
NSBHA Masters Account (Bendigo Bank, 154781314)	\$0	\$4,822
NSBHA Infrastructure Fund (Bendigo Bank, 154112940)	\$20,450	\$25,000
Cash at Hand: Total	\$25,450	\$53,485
Trade Debtors	\$0	\$2,840
Liabilities	BUDGET	ACTUAL
Trade Creditors	\$0	\$8,741
NET ASSETS	\$25,450	\$47,584



7 APPENDIX 2: NSBHA Business Plan

The NSBHA Business Plan spanning November 2014 – October 2017 was developed in February 2015 before approvals by the NSBHA Committee and from Hockey NSW. The full NSBHA Business Plan is available to the membership on the NSBHA website.

Shown below is a listing of the Plan's Key Performance Areas with a summary account of accountabilities and progress.

KPA	Focus Areas	Goal or Objective	Strategy	Timing				Who	Progress
				1H 2015	2H 2015	2016	2017		
Administration and Governance	Records	Produce agendas for and minutes of all meetings		●				Secretary (PT)	On track
	Register	IMG set-up by not later than end-Feb 2015	NSBHA Level 3. WHA separate on Level 3. Clubs at Level 4 under NSBHA. Competitions outside IMG in 2015.	●				Secretary (PT, support from CC)	System operational
	Constitution	Establish and secure approvals	Model on NSW Dept of Fair Trading with HNSW mandatory clauses.	●				President (DJ)	V1 approved at 10/11/14 IGM V2 approved at 9/2/15 GM HNSW approved
	By-Laws	Establish and secure approvals	Model on established hockey associations including Nth Shore WHA.	●				President (DJ)	V1 approved at 9/2/15 GM
	Business plan	Establish and secure approvals	Model on NSW Dept Tourism, Sport and Recreation template.	●				President (DJ)	Completed with HNSW approvals
	Health Check	Complete	As per HNSW template	●				President (DJ)	Completed successfully with HNSW endorsement
	Staffing	Establish operational	Competitions – Nth Shore and WHA to manage legacy competitions in the interim.	●	●			Competitions (CC)	Initial operational and financial arrangements with Nth Shore



KPA	Focus Areas	Goal or Objective	Strategy	Timing				Who	Progress
				1H 2015	2H 2015	2016	2017		
		requirements and fill	Identify succession resourcing and for future transitions into NSBHA.					supporting in interim)	established. Competitions now in handover starting with "6-a-side".
Marketing	Website, domain and email	Make operational	Keep it simple and low cost	●	●			Reps (SP)	Live in Q4 2014. Sue managing updates. Mark Hewitt-Park providing support on structural enhancements.
	Communications	Assemble contact details for associations, clubs and schools	Forge direct reach to hockey stakeholders across the area ... clubs, schools, associations.	●				Secretary (PT)	Limited membership to date, still working via NthSWHA and WHA to schools and smaller clubs.
Participation and capacity investment	Participation development	Increase player numbers by 25%	Refer to remaining focus areas.		●		○	ALL	Numbers in 2015 similar to 2014.
	Schools	Primary school entry initiative	Free clinic in school hours + H2H x 4 at school after hours + Interest channelled to local 6-a-side competitions	●	●			Development (RCC)	Very limited uptake from schools. Strategy and approach to be reviewed.
	Competitions	New competitions for primary school children new to hockey	Local. Short form. Medium term visions if for Term based only 6-8 weeks but repeating in T1, T2, T3 and T4, with 2-3 comps per term across the NSBHA area.	●	●		○	Development (RCC)	T1: Harbord RSL T2: TBA T3: TBA T4: Nth Shore 6-a-side
	Retention	Analysis of retention hot spots and develop retention	Identify the issues, agree priorities, shape strategies and confirm resources to implement	●	○			Development (SJ)	Awaiting data from HNSW to be able to examine the issues. GNS-Manly partnership to retain local talent.



KPA	Focus Areas	Goal or Objective	Strategy	Timing				Who	Progress
				1H 2015	2H 2015	2016	2017		
		initiatives where appropriate							
	Player development	More options, more choice.	Clubs work together. Open access to each other. Pool expertise to host locally. User pay programs kept low cost via volunteer staffing. Any clinic revenues recycled within local hockey. HNSW focus on rep talent acceleration, NSBHA facilitates broader based club level initiatives.	●	●			Development (SJ)	Heavy lifting being done in clubs. Open access programs via GNS.
	Coaching Development	Broaden base of accredited coaches in the Association	Facilitate hosting of regular coaching accreditation courses in the area. Community and Level 1 annually. Level 2 every second year. Clubs work together. Open access to each other. Pool expertise to host locally. Low cost programs based on volunteer staff. Keep any revenues recycling within local hockey.	●	●			Development (SJ)	GNS hosted Community, Level 1 and Level 2 Coaching Courses.
	Umpiring Development	Broaden base of accredited umpires in the Association	Strategic use of State Championships to progress more umpire. Develop new pathways to umpire accreditation.	●	●			Development (RCC & SJ)	Discussions started via HNSW umpire focal. Limited progress only. New volunteer offering to inject new leadership into umpire development in 2016.
	Umpiring Development	More children exposed and skilled in	Support Warringah Hockey Association following RCC established model in 2014	●	●			Development (RCC)	Ongoing



KPA	Focus Areas	Goal or Objective	Strategy	Timing				Who	Progress
				1H 2015	2H 2015	2016	2017		
		beginner umpiring							
	Representative Hockey	Grow opportunity for representative involvements	Successfully transition servicing female reps from Nth Shore WHA. Establish male reps where viable.	●	●			Reps (SP)	Full female representative team footprint. Male reps at U11s and Opens only. Uniforms sorted. Rep Indoor progressing.
	Facilities	KHC upgrade	Re-surface, fencing, drainage and other minor upgrades		●			Facilities (CC)	Application for State funding grant via HNSW Q4 2014. Outcome pending.
	Facilities	Grow the footprint of hockey into new locations and facilities		●	●			Facilities (CC)	Active: Harbord RSL (futsal courts) Explore access: Lane Cove Bowling Club, West Lindfield Bowling Club (futsal courts) New multi-sport fields: Cammeray (Q1 15), Neutral Bay (Q1 16) Potential projects: Warringah, Terrey Hills, St Ives
Financials	Operational budgets	Produce yearly operating budget		●				Treasurer	Completed



KPA	Focus Areas	Goal or Objective	Strategy	Timing				Who	Progress
				1H 2015	2H 2015	2016	2017		
	Cash flow forecasts	Provide a 12 month cash flow budget		●			○	Treasurer	Completed
	Financial reporting	Produce balance sheet and profit and loss statements			●			Treasurer	Completed
	Auditing	Audited annual accounts	Explore options for donated or low cost professional services					Treasurer	Auditing requirements left pending reaching materiality threshold as per Corporations Act
	Banking	Set up bank accounts and establish EFT authorities for designed authorities	Setup with a low fee service provider that offers upside to sponsorship once revenues, assets and membership base can be established	●				Treasurer (support from Christine)	Accounts established with Mosman branch of Bendigo Bank.